

15 July 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Deputy Director for Operations

FROM:  25X1

Chief, Evaluation and Program Design Staff

SUBJECT: Progress Report Regarding the DDCI's Approval of Recommendations of Inspector General's Report on the Office of Medical Services

REFERENCE: DDCI Memorandum, Dated 1 May 1981  
Recommendations of Inspector General's Report on the Office of Medical Services

1. This memorandum forwards the progress report, requested via Reference, concerning implementation of recommendations of the IG's report on the Office of Medical Services (OMS) as approved by the DDCI. The DDCI memorandum addressed two key points: how the Regional Medical Officer (RMO) system can  and how the DO can more effectively prepare its employees and dependents to handle stress at overseas Stations/Bases.

2. Measurable progress with regard to these two key points has been made in recent months as follows:..

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b. Training for RMOs has been expanded from one-two months to six-nine months and includes DO training courses and, in one case, language training.

c. The Family and Employee Liaison Office (FELO) opened its doors for business in January 1981 and is serving as an Agency repository of information on overseas posts. The importance of this office cannot be overemphasized. Spouses visiting FELO, particularly those with previous overseas experience, are delighted with the material they can review and the variety of useful handouts available.

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d. OMS has been conducting a Stress Study in which officers and clericals of the DO, most of whom have recently returned from overseas, have participated. The DO attaches major significance to this study, because the results should better enable DO managers and employees at all levels to understand stress, its effects and how to better cope with stress. This study should be completed by fall 1981.

3. Our report, keyed to the specific DDCI recommendations, shows there is an effective, albeit not always perfectly smooth functioning, system for addressing the two key points. Discernible progress has been made and in preparing this reply for the DDCI some areas requiring further action or refinement have been identified.

4. The DO will prepare a book message to Stations/Bases worldwide addressing the two key points in the DDCI's memorandum, drawing from information contained in the attached reports dealing with specific DDCI recommendations. When the results of the OMS Stress Study become available, the DO will participate in a dual effort to promote awareness of stress and its effects for our overseas employees and Headquarters personnel.

5. The DDCI will note that two of our three reports have Follow-on Action paragraphs. The DO, working with other appropriate Agency components, will track future progress and provide a status report to the DDCI as appropriate.

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Attachment  
As Stated Above

CONCUR:

 **William N. Hart**  
Deputy Director for Administration      Date **17 JUL 1981**

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RECOMMENDATION (B4)

1. Recommendation (B4) seeks to ensure that the cover implications of separate Agency MEDEVAC operations are fully considered on a case-by-case basis.

2. Progress.

a. OMS has the primary responsibility for MEDEVAC operations.

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3. Follow-on Action.

None required.

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RECOMMENDATION (D1)

1. Recommendation (D1) requested that the DDO, working with other Agency components, review procedures for briefing personnel prior to overseas assignment to ensure that they are provided with up-to-date information on the difficulties as well as the benefits of serving at their posts of assignment; this segment of the report noted, where feasible, Headquarters country branches or desks should arrange post briefings for spouses of employees being assigned overseas. This recommendation also requested that the DO take on responsibility for the "telling it like it is" effort.

2. Progress.

a. An extract of the IG report, entitled "Telling It Like It Is" was attached to a DO memorandum of 22 May 1981, describing recommendations of the IG's report on the OMS, and was sent to all DO Division Chiefs and three DO Staffs. The DO memorandum recommended that each Division distribute the extract to those persons having a responsibility for briefing employees scheduled for overseas assignments.

b. The Family and Employee Liaison Office (FELO), a relatively new office, is established and its two member staff is doing a fine job collecting a wealth of information on overseas posts, most of which had not been available, heretofore, in an Agency repository. Job opportunities for spouses and identifying posts where facilities are available for either handicapped or specially talented children are areas that FELO is researching. These two topics are mentioned from among many areas to demonstrate the degree to which FELO has gone beyond the former macroanalysis of overseas living that left many questions unanswered until an employee's arrival in country. A video tape library is maintained in FELO and by some Area Divisions. Spouses, particularly those with previous overseas experience, are especially appreciative of the material they can view or examine and the variety of useful handouts--dealing with such essential items as Power of Attorney forms, Wills, What Post Reports Do Not Tell Wives, to cite a few examples--which are available.

c. Training, of course, is an essential part of preparing a DO officer for overseas assignment. The OTE two week Overseas Orientation Course is given three times in the spring, usually March, April and May. This course is specifically tailored to assist the employee and spouse in planning and preparing for an overseas assignment. Spouses may enroll and attend independently of the employee. Spouses may receive up to \$300

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per month in baby-sitter reimbursements in order to attend orientation, language, or other appropriate training. Spouses of employees destined for assignment to countries where poor security or terrorism problems exist, may attend the [redacted]

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[redacted] Spouses of case officers can also attend the one-week Operations Orientation for Spouses or the longer Clandestine Operations Orientation Course.

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d. An intense effort has been made at all levels of DO management to advertise and disseminate information about the opportunities and facilities described above. Besides OTE training notices, DO training notices are distributed and circulated to the desk level. A Country Branch Chiefs Workshop was recently dedicated to a briefing by the FELO Chief. The FELO Chief is addressing every available forum, for instance, the spouses [redacted] New CTs are briefed shortly after EOD. The DDO has placed a high priority on improving the preparation of overseas bound employees and their families.

e. Dealing with stress. Last year, OMS interviewed 25 DO personnel returning to Headquarters from overseas assignments regarding positive and negative stress factors affecting their lives and work. A detailed questionnaire, requiring approximately three hours to complete, evolved from these interviews and, thus, the Stress Study came into existence. Commencing in fall 1980, many DO officers and clericals participated, voluntarily or as directed by their Division component, in the two-part study (questionnaire followed by an interview with an OMS psychiatrist). By June 1981, 249 DO personnel had participated in the Stress Study. Results are being tabulated and by fall 1981, when the study is completed, it should be possible for OMS to prepare numerous messages concerning the results of the Stress Study for transmittal to our overseas employees and distribution to Headquarters personnel.

### 3. Follow-on Action.

a. Work with OMS to disseminate the results of the Stress Study to overseas employees and their dependents.

b. As a follow-on to the Stress Study, the spouses of DO officers should be asked to voluntarily participate in a Stress Study. A random sampling of DO wives should be interviewed and a questionnaire unique for this group developed, just as it was for DO officers and clericals. Reassignment overseas involves stresses and strains on family relationships. Changes in life-styles are also important and today more women are pursuing their own careers and they are less willing to subordinate their aspirations to those of their husbands. The wife's burden in a move abroad is quite heavy and the Agency should give her a chance to express

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her feelings about stress in the hope that stress on the spouse and children can be reduced.

c. As a matter of policy, Area Divisions in the Directorate of Operations are responsible for preparing personnel destined for overseas assignment. Branch and Desk Chiefs must assume and conscientiously execute their responsibilities concerning individual employee and family processing for overseas assignment. These Branch officers are not expected to know everything about the overseas post and country; however, they are expected to monitor and ensure that individual employees and their families are thoroughly and realistically briefed. Area Division personnel officers and their staffs are adequately prepared to support the branches in this effort for employees and their dependents and efforts will be made to monitor results for the coming six months to ensure the system is functioning properly.

d. When it comes to the family, the individual employee assumes preponderant responsibility for seeing that his or her spouse is satisfactorily briefed. If the employee is not conscientious or tacitly ignores the importance of his or her family's well being, there is little the system can accomplish. But if the employee sincerely desires that his spouse is prepared, DO and other DDA elements are in-place and ready to help. Once the OMS Stress Study has been completed and the results tabulated, the DO would recommend that one facet of the reports deal with how the employee and his/her family could minimize the stress involved in relocating to an overseas Station/Base.

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SUBJECT: Memorandum for DDCI re Progress Report Regarding the DDCI's Approval of Recommendations of IG's Report on the Office of Medical Services

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Distribution:  
Orig - addressee w/a  
1 - ER w/a  
1 - DDA w/a  
1 - IG w/a  
1 - D/MS/EXO [redacted] w/a  
25X1 1 - FELO [redacted] w/a  
1 - DDA/OMS